BY ORDER OF THE COMMANDER
AIR MOBILITY COMMAND

AMC INSTRUCTION 10-202, Volume 1
13 February 1995

Operations

AMC COMMAND AND CONTROL OPERATIONS

This instruction implements AFPD 10-2, *Readiness*. It prescribes fundamental AMC command and control (C2) policy and organization. It formally establishes AMC C2 policy, defines authority to direct AMC forces within the unified command structure, establishes six volumes of this instruction to provide guidance for the AMC C2 System, and describes the AMC C2 organizational structure to support peacetime, contingency, and wartime taskings. Volume 1 serves as the basis for subsequent volumes of AMCI 10-202. This publication applies to all AMC units, including AMC-gained Air National Guard (ANG) and United States Air Force Reserve (USAFR).

	Paragraph
Chapter 1—Introduction	
General	1.1
Changes	1.2
Supplements	1.3
Distribution and Control	1.4
Chapter 2—AMC Command and Control (C2) Policy	
General	2.1
AMC C2 Mission	2.2
Terms and Explanations	2.3
Basic C2 Principles for GLOBAL REACH	2.4
Centralized Control and Decentralized Execution	2.5
Chapter 3—Organization	
General	3.1
Operational Authority	3.2
AMC Operational Authority	3.3
Service Authority	3.4
ARC Forces	3.5
Civil Reserve Air Fleet (CRAF)	3.6

	Page
Figures	
3.1. AMC C2 Operational Authority	10
3.2. AMC C2 Service Authority	12
Attachment	
Glossary of Abbreviations and Acronyms	13

Supersedes MACR 55-3, volume 1, 21 December 1990.
OPR: HQ AMC/DOOM (Lt Col Springer)
Certified by: HQ AMC/DOO (Colonel, John O. Irwin)
Editor: Anita J. Allen-Csaszar
Pages: 14/Distribution: F

Chapter 1

INTRODUCTION

1. General. This instruction formally establishes AMC C2 policy and defines authority to direct AMC forces within the unified command structure. It describes the AMC C2 organization that supports peacetime, contingency, and wartime operations and establishes six volumes of AMCI 10-202 for the AMC C2 System.

Volume 1, AMC Command and Control Operations
Volume 2, AMC Command and Control Policy and Procedures
Volume 3, Contingency and Wartime Air Mobility Management
Volume 4, Contingency and Wartime Deployable Airfield Operations Management
Volume 5 (SECRET), AMC Emergency Action Procedures (EAP-AMC)
Volume 6, AMC Mission Reliability Reporting System (MRRS)

1.2. Changes. Submit recommendations for changes to HQ AMC/DOOM, Scott AFB IL 62225-5302. Notify HQ AMC/DOOM when conflicts exist with other regulations.

1.3. Supplements. Supplements to this volume are authorized. Send proposed supplements to HQ AMC/DOOM for review before publication.

1.4. Distribution and Control. Distribution is authorized for all agencies requiring guidance on C2 policy and organization. Submit requests and justification through local publications distribution office (PDO). Each AMC agency listed below will maintain this volume:

Tanker Airlift Control Center (TACC) and alternate Tanker Airlift Control Center (ATACC)
Air Reserve component (ARC) operations center
AMC command posts (CP)--continental United Status (CONUS)
AMC airlift squadron (ALS)
AMC air refueling squadron (ARS)
Air mobility control center (AMCC)--outside continental United States (OCONUS) (includes Pope AFB AMCC)
Air mobility support group (AMSG)
Air mobility operations group (AMOG)--CONUS
Air mobility operations squadron (AMOS)
Air mobility control squadron (AMCS)
Air mobility maintenance squadron (AMMS)
Air mobility communications squadron (AMCOMS)
Aerial port squadron (APS)
Combat camera squadrons (CTCS)
Tanker task forces (TTF) (Standing)
Combat control squadron (CCS)

Chapter 2

AMC COMMAND AND CONTROL (C2) POLICY

2.1. General. Effective AMC C2 requires a common understanding of basic principles, structure, and procedures within the AMC C2 system. This chapter states the C2 mission, defines common terms, and presents basic C2 principles and policy.

2.2. AMC C2 Mission. The primary mission of AMC C2 is to ensure AMC forces can provide an immediate and effective operational response to US Transportation Command (USTRANSCOM) direction throughout the spectrum of peacetime operations, contingencies, and wartime taskings. AMC forces may be deployed and employed by USCINCTRANS and Commander, AMC (COMAMC) in a strategic role or assigned and/or attached to a unified command, a component of a unified command, a subordinate unified command, or a joint task force (JTF) for theater operations.
NOTE: The National Command Authority (NCA) may direct a change of operational control (CHOP) of specific AMC tanker forces to US Strategic Command (USSTRATCOM) to support the Single Integrated Operation Plan (SIOP). Once CHOP'ed, USSTRATCOM exercises OPCON of these assets, however, USCINCTRANS retain combatant command (COCOM). OPCON reverts back to USCINCTRANS when directed by the NCA or upon conclusion of the exercise. EAP STRAT, volume 4, contains C2 policy for these occurrences.

2.3. Terms and Explanations. The following common terms are essential to understanding C2 elements and relationships:

2.3.1. **Air Force Component Commander (AFCC)**. Senior Air Force commander who serves as the Air Force service component commander under the joint force commander (JFC). The AFCC exercises overall command of all Air Force forces within an area of responsibility (AOR). The JFC may further designate the AFCC as the joint force air component commander (JFACC). When appointed, the JFACC is a functional component commander whose authority is derived from the JFC and whose purview extends over air assets from all services within the theater or AOR.

2.3.2. **Airlift Coordination Cell (ALCC)**. Organization that functions within the AOC to plan, coordinate manage, and execute theater airlift operations in the AOR. Exact organization of ALCC will depend on the requirements of the theater and AFCC's (or JFACC) concept of organizing and operating the AOC. AFCC (or JFACC) normally exercises OPCON of the ALCC through the AOC director. Due to the nature of airlift operations, ALCC will exercise direct liaison authorized (DIRLAUTH) when coordinating with AME (or TACC if no AME is established in theater), joint movement center (JMC), and the DIRMOBFOR (if designated). Normally, the ALCC will consist of an airlift plans branch, an airlift operations branch, and an airlift support branch. Though consolidated in the ALCC, ALCCs coordinate with various AOC planning and operational elements.

2.3.3. **Air Mobility Control Center (AMCC)**. The functional name for the fixed C2 flight which is a part of each Air Mobility Support Squadron (AMSS). AMCCs are extensions of the TACC providing C2 support at key en route locations, normally OCONUS (exception: Pope AFB). AMCCs manage all aircraft and aircrews operating AMC missions through their location.

2.3.4. **Air Mobility Element (AME)**. An AMC-provided strategic air mobility C2 element responsible to AMC TACC. Provides the forward-present element necessary to extend AMC TACC as necessary to monitor and coordinate USTRANSCOM-assigned strategic air mobility operations supporting a theater or AOR. As focal point for strategic airlift, the AME works closely with the airlift coordination cell (ALCC) to interface strategic airlift with theater airlift. Also, the AME monitors and coordinates, for AMC TACC, the AMC forward-deployed forces (TTF, TALCE, MST, etc.) that support a theater commander but remain under AMC control. When possible, the AME typically collocates with the AOC (if formed) and provides strategic airlift and air refueling expertise and advice to the DIRMOBFOR. AME remains under operational control (OPCON) of AMC/CC through TACC/CC.

2.3.5. **Air Mobility Support Group (AMSG)**. An overseas organization that plans, supervises, manages, and directs the activities of its subordinate AMSSs. AMSGs are based at three locations: Ramstein AB, Hickam AFB, and Pope AFB. The AMSG at Pope AFB supports the XVIII Airborne Corps "GREEN RAMP" operation.

2.3.6. **Air Mobility Support Squadron (AMSS)**. Provides en route mobility services supporting day-to-day activity and in-place support for transiting aircraft. Based at 13 locations, an AMSS normally consists of a C2 flight, maintenance flight, and an aerial port flight. The C2 flight is the AMCC.

2.3.7. **Air Mobility Wing (AMW)**. A CONUS-based AMC unit with a mix of assigned airlift and air refueling aircraft. An AMW provides the rapid capability to deploy adequate forces during the early stages of a contingency. The AMW trains for this mission with a focus not possible for core airlift and air refueling wings.

2.3.8. **Air Operations Center (AOC)**. The principal air operations installation (land or ship based) from which all aircraft and air warning functions of tactical air operations are controlled. The AOC is the senior air operations element of the theater air control system. As focal point of the system, the AOC is connected by communications to operations, logistics, and intelligence centers; appropriate staff elements of higher and lateral headquarters; and subordinate elements of the theater air control system.

2.3.9. **Air Refueling Wing (ARW)**. Unit whose primary mission is conventional air refueling operations, which include the support of passenger and cargo movement. Their secondary mission includes aircraft generation and unit deployment and employment in support of USSTRATCOM. Assigned aircraft includes KC-10 and KC-135.

2.3.10. **Airlift Wing (AW)**. CONUS-based AMC unit whose primary mission is passenger and cargo movement.

2.3.11. **Combat Control Team (CCT)**. Small task-organized teams of Air Force parachutists and combat diver-qualified personnel trained and equipped to control drop, landing, and extraction zone air traffic in austere or hostile conditions. Teams survey and establish terminal airheads as well as provide guidance to aircraft for airlift operations. They provide command and control and conduct reconnaissance, surveilance, and survey assessments of potential objective airfields and assault zones, in addition to performing limited weather observations and removal of obstacles or unexploded ordinance with demolition.

2.3.12. **Command**. Authority a commander lawfully exercises over subordinates by virtue of rank or assignment. Includes authority and responsibility for effectively using available resources for planning, organizing, directing, coordinating, employing, and controlling military forces for accomplishing assigned missions. Also, includes responsibility for health, welfare, morale, and discipline of assigned personnel.

2.3.13. **Command and Control (C2)**. Exercise of authority and direction by a properly designated commander over assigned forces in the accomplishment of the mission. C2 functions are performed through the management of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, and controlling forces and operations in the accomplishment of the mission.

2.3.14. **AMC C2 Authority**. Exercise of authority by AMC commanders to task, support, control, and organize AMC forces to meet specific operational requirements and support national objectives. C2 is time-sensitive, global, and dynamic. It involves the management of mission-essential AMC resources required to execute the validated and prioritized taskings of the NCA, Department of Defense (DoD), and unified commands worldwide.

2.3.15. **AMC C2 System**. Consists of worldwide facilities (fixed and deployed) commanders use to initiate, receive, or relay C2 information. It provides a standard means for continuous management of forces under the control of AMC during normal and emergency conditions.

2.3.16. **AMC C2 Element**. A functional organization AMC commanders and their representatives use to direct operations and control forces. It is organized to receive, process, analyze, display, and disseminate planning and operational data and to perform other commander-directed operational tasks.

- AMC fixed C2 elements include TACC, AMC command posts (CONUS-based), and AMCCs, normally OCONUS-based. Deployed C2 elements include AMEs, TALCEs, tanker task forces (TTF), and mission support teams (MST).

2.3.17. **Command Post (CP)**. Functional name for the fixed C2 element that is part of each AW, ARW, or AMW. CPs are extensions of the TACC providing C2 support at each AMC base. CPs provide mission monitoring support to all aircraft and aircrews at and through their location by coordinating ground support activities to include maintenance, aerial port services, aircrew support, etc., and reporting all mission movements. Mission responsibility transfers to the TACC once a mission departs its home station. Also, the CP serves as base focal point for C2, assists the commander and staff in managing resources, coordinates unit readiness and response, coordinates unit operations in support of their assigned mission, and implements the unit's emergency actions procedures (EAP). The CP is responsible for the unit's operational reporting.

2.3.18. **Command Post Maintenance (CPM)**. The functional name for the maintenance component within the AMCC. CPMs coordinate and monitor the unit's overall maintenance effort on possessed and transient aircraft and related support equipment, track activities between sortie generation flights and repair shop support elements, and allocate shared resources to meet mission priorities. CPMs ensure the daily flying schedule is accomplished, report aircraft readiness, implement emergency action plans, and coordinate special taskings for contingency and war generations.

2.3.19. **Combined Task Force (CTF)**. Composed of assigned or attached elements of two or more allied nations under the control of a single operational commander. May be formed in peacetime, wartime, or during contingencies to perform multi-national operational missions of short or long duration.

2.3.20. **Commander, Air Force Forces (COMAFFOR)**. The senior Air Force (AF) commander assigned to the joint force. If the JFACC is other than an AF officer, the COMAFFOR reports to the JFACC.

2.3.21. **Director of Mobility Forces (DIRMOBFOR)**. A senior officer, fluent in air mobility operations, with the coordinating authority to resolve conflicts and competing priorities that may arise between the theater air logistics system and strategic air mobility operations. Also, the designated agent of the AFCC (or JFACC), if established for airlift. His or her duties and authority will be as directed by the AFCC (or JFACC) to satisfy the objectives of the theater commander in chief.

2.3.22. **Deployed Installation Commander**. As senior AMC commander, commands forces conducting or supporting air mobility operations and will organize activities to recover from the effects of accident, natural disasters, or hostile actions, as required.

2.3.23. **Deployed Operations Commander**. Commands operations functions at deployed locations. Subordinate operations unit type codes (UTC) align under the deployed operations commander for full capability. Ensures functional expertise is available to the survival recovery center (SRC) or contingency response cell (CRC).

2.3.24. **Deployed Support Commander**. Commands support functions at deployed locations and is responsible to the deployed installation commander (or TALCE commander, if an installation commander is not present). Subordinate support function UTCs align under the deployed support commander for full capability. The deployed support commander organizes and integrates base operating support (BOS) provided by both supported and supporting commands. Responsible for overall air base operability (ABO), establishes the SRC or CRC, and integrates with the host, if present.

2.2.25. **Deployed Logistics Commander**. Commands logistics functions at deployed locations and is responsible to the deployed installation commander. Subordinate logistics UTCs align under deployed logistics commander. Ensures functional expertise is available to the SRC or CRC.

2.3.26. **En Route Structure (ERS)**. Global network of personnel, facilities, and equipment based on a fixed system supporting USTRANSCOM worldwide airlift and air refueling operations.

2.3.27. **Global Reach Laydown (GRL)**. Expands ERS or establishes AMC presence and infrastructure as necessary to support USTRANSCOM worldwide airlift and air refueling operations.

2.3.28. **Joint Task Force (JTF)**. Composed of assigned or attached elements of two or more services under a single operational commander's control. JTF may be formed during contingencies or exercises to perform operational missions of short duration.

2.3.29. **Joint Force Commander (JFC)**. General term applied to a commander authorized to exercise combatant command (command authority) or operational control (OPCON) over a joint force.

2.3.30. **Joint Forces Air Component Commander (JFACC)**. Derives authority from JFC who has authority to exercise OPCON, assign missions, direct coordination among subordinate commanders, and redirect and organize forces to ensure unity of effort in the accomplishment of the overall mission. JFC will normally designate a JFACC. JFACC responsibilities will normally be assigned by JFC. (They would normally include, but not be limited to, planning, coordination, allocation, and tasking based on JFC's apportionment decision.) Using JFC guidance and authority, and in conjunction with other service component commanders and other assigned or supporting commanders, JFACC will recommend to the JFC apportionment of air sorties to various missions or geographic areas.

2.3.31. **Mission Commander**. Designated when two or more aircraft are assembled to perform a mission. Mission commander duty may be tasked to an aircraft commander if crew duties and crew rest permit. When conflicts with crew responsibilities exist, a separate mission commander is appointed to ensure mission coordination is complete.

2.3.32. **Mission Management**. The function of organizing, planning, directing, and controlling AMC airlift and air refueling missions worldwide. Mission management includes mission execution authority to direct where and when a mission operates and what the mission does when it arrives. TACC controllers are mission managers. The AME provides extended mission management capability, on behalf of the TACC, within the AOR.

2.3.32.1. **Mission Monitoring**. The function of organizing, planning, directing (limited), and controlling AMC airlift and air refueling missions operating through a location. Mission monitoring does not include mission execution authority. AMC CP, AMCC, and TALCE controllers are mission monitors.

2.3.32.2. **Flight Following**. The function of organizing, planning, monitoring, and providing support for non-AMC (theater or ARC) airlift or tanker missions operating through a location. Flight following does not include directing or controlling these forces since they are outside AMC's lines of authority.

2.3.33. **Mission Operations Director**. A senior AMC officer responsible for directing and conducting mission scheduling, planning and tactics functions at deployed locations. The mission operations director is subordinate to the AMC mission commander.

2.3.34. **Mission Support Team (MST)**. A team of air mobility specialists deployed to provide a smaller scale level of support when a full TALCE is not required. An MST may include loadmasters, aerial port, and other specialties, as needed.

2.3.35. **Tanker Airlift Control Center (TACC)**. The functional name for the highest level in the AMC C2 system providing centralized command and control of AMC assigned, operated, and gained forces. This agency serves as the central execution agency for determining and tasking all AMC operational and mission requirements. TACC C2 consists of three geographic cells (Americas, East, and West). They provide mission management of AMC resources in their AOR. The TACC emergency actions function is a subset of the Americas cell and implements applicable JCS, USTRANSCOM, AF, and AMC coded and clear text emergency actions directives. The TACC is a direct reporting unit to AMC.

2.3.36. **Tanker Airlift Control Element (TALCE)**. A provisional, deployed AMC organization established at fixed, en route, and deployed locations where AMC operational support is non-existent or insufficient. AMCI 10-202, volume 4, describes TALCE operations. A TALCE provides continuing on-site management of AMC airfield operations including C2, communications, aerial port, maintenance, security, services, weather, finance, contracting and intelligence—the critical elements needed to ensure a safe and highly efficient air base for all tanker and airlift operations. The TALCE is composed of mission support elements from various units and

deploys in support of SAAM, JA/ATT, tanker support, and contingency and emergency relief missions on both planned and "no notice" basis.

- Since TALCEs are deployed primarily to support AMC's global air mo bility mission, they will normally remain under operational control of USTRANSCOM. Global mission movement data will be relayed to AMC TACC by the AME. If a TALCE CHOPs to the theater, the TALCE will report to ALCC.

2.3.37. **TALCE Commander**. Provides C2 and operational airfield management of AMC assets at designated locations. Focus is on aircrew management, maximum on ground (MOG) issues, maintenance of aircraft, and loading and unloading of aircraft.

2.3.38. **Tanker Cell**. Plans, directs, coordinates, and executes theater-assigned and attached air refueling assets. Collocates with the AOC and normally assigned to combat plans and combat operations to integrate air refueling assets with combat air and combat support operations. AMC provides a tanker cell or augmentation support to establish a cell as requested by the supported theater commander. AMC elements provided to a tanker cell are under the operational control of the theater. The tanker cell provides theater air refueling and airlift expertise to the AOC director and DIRMOBFOR, as needed.

2.3.39. **Tanker Task Force (TTF)**. Forms as required to provide air refueling during deployment, employment, and other such times when air refueling requirements increase in an area without permanent tankers.

2.4. Basic C2 Principles for GLOBAL REACH. AMC forces function throughout the spectrum of warfare, contingencies, and humanitarian relief operations. In a force enhancement role, AMC forces provide the global capability to deploy, employ, redeploy, reinforce and reprovision forces. C2 efforts must focus on mobility, responsiveness, and flexibility in conducting peacetime day-to-day operations or when responding to major regional contingencies. AMC C2 is based on a permanent CONUS structure, an en route structure (ERS), and GLOBAL REACH LAYDOWN (GRL).

2.4.1. **CONUS C2**. The permanent C2 structure provides local C2 for home-based and transient AMC forces. It includes AMWs, AWs, and ARWs.

2.4.2. **ERS C2**. ERS provides a baseline C2 infrastructure for conducting air mobility operations at established locations. The structure includes AMSGs and their subordinate AMSSs.

2.4.3. **GRL C2**. GRL C2 elements are organized to augment or expand the ERS to locations where limited or no C2 capability exists. Regional contingencies, which include wartime taskings and humanitarian operations, create surge operations and stress the day-to-day capability of the ERS C2. Based on operational demands, AMC expands C2 to forward locations by deploying its forces toward and within the area of responsibility. TACC will task elements of the AMOG, AMC wings, and the ARC for GRL C2 resources. GRL C2 combines fixed and deployed C2, expanding and enhancing tanker and airlift operations.

2.4.4. **Elements and Functions of GRL Forces**. AMOG provides staff for managing subordinate deployable GRL elements: AMOS, AMCS, AMMS, APS, AMCOMS, and CTCS. AMOG staff does not have a deployable mission; rather it is their responsibility to organize, train, and equip their forces to provide global reach supporting USTRANSCOM-assigned missions.

2.4.4.1. AMOS deploys a core cadre and functional elements to form an AME to monitor and coordinate strategic air mobility operations supporting an AOR and integrates strategic airlift with theater airlift forces. Also, AMOS may deploy a core cadre to form or augment the tanker cell within the AOC for theater air refueling management.

2.4.4.2. An AMCS deploys a core cadre and functional elements to form control elements (TALCE, MST, etc.) to control and coordinate strategic air mobility operations at specific airfield locations. These elements will deploy with other GRL elements, (weather, intelligence, aerial port, security police, etc.) as necessary.

2.4.5. **Peacetime Objective**. The primary objective of AMC peacetime operations is to provide efficient and effective air mobility operations for GLOBAL REACH response. The peacetime response includes the full range of humanitarian, disaster relief, and contingency operations.

2.4.6. **Wartime Objective**. Control and execute precise, timely air mobility operations when directed by USCINCTRANS and COMAMC. Wartime C2 operations encompass strategic and tactical levels. Strategic operations concentrate on rapid force projection in a global perspective. Tactical operations involve the employment of forces in a theater's AOR.

2.5. Centralized Control and Decentralized Execution. Sound command organization provides for unity of effort, common doctrine, interoperability, centralized control, and decentralized execution.

2.5.1. Centralized control and decentralized execution are essential for controlling and coordinating the overall efforts of AMC forces. COMAMC possesses centralized control of AMC forces as the AFCC for the USCINCTRANS. The TACC commander exercises overall control and execution on behalf of the COMAMC. Subordinate echelons and aircraft commanders performing execution tasks are empowered to supervise mission details and make rapid adaptations to planning based on the situation. Decentralized execution occurs at all levels through the AMC chain of command.

2.5.2. AMC C2 elements serve as executive agents for the commander. In matters pertaining to the control of AMC forces, they speak for and with the authority of their commander. They may cut across functional lines to expedite execution of the mission.

2.5.3. The AMC C2 system consists basically of two echelons: centralized control with primary execution authority retained by COMAMC and decentralized execution exercised by subordinate echelons as follows:

2.5.3.1. **Primary echelons**. TACC (or ATACC, when activated).

2.5.3.2. **Secondary echelons**. AMC CP, AMCC, DIRMOBFOR, AME, TTF, TALCE, MST, and CCT.

2.5.4. Direct communications authorized. Commanders have the prerogative to by-pass command levels, as needed, to accomplish the mission during crises. The reporting unit will provide the by-passed echelons with information copies of issuing directives and up-channel reports whenever possible.

Chapter 3

ORGANIZATION

3.1. General. AMC forces operate within the structure of unified commands supporting NCA in accomplishing assigned missions. This structure establishes both operational and service authorities over all AMC forces within an integrated organization. This chapter distinguishes various types of command authority for AMC forces. Understanding command organization and relationships is vital in determining authority to direct AMC forces.

3.2. Operational Authority:

3.2.1. **Combatant Command (COCOM)**. Non-transferable command authority established by Title 10, U.S. C. section 164, exercised only by the commander of a unified combatant command (i.e. USCINCTRANS), unless otherwise directed by the President or the Secretary of Defense. COCOM is the combatant commander's authority to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. COCOM should be exercised through the commanders of subordinate organizations; normally this authority is exercised through the service or functional component commander. COCOM provides full authority to organize and employ commands and forces as the combatant commander consider necessary to accomplish assigned missions.

3.2.2. **Operational Control (OPCON)**. Transferable command authority that may be exercised by commanders at any echelon at or below the level of COCOM. OPCON is inherent in COCOM and is the authority to perform those functions of command over subordinate forces involving organizing and employing command and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes authoritative direction over all aspects of military operations and joint training necessary to accomplish the missions assigned to the command. OPCON should be exercised through the commanders of subordinate organizations; normally, this authority is exercised through the service component commanders. OPCON normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. OPCON does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, readiness assessment, or unit training.

3.2.3. **Tactical Control (TACON)**. The detailed and, usually, local direction and control of movement or maneuvers necessary to accomplish missions or tasks assigned.

3.2.4. **Assigned Forces.** Forces permanently placed under the COCOM of a combatant (unified) commander. AMC forces remain assigned to USTRANSCOM during contingency and exercise operations.

3.2.5. **Attached Forces**. Forces temporarily transferred between commanders in chief for a specified period of time or until a specific task is completed. The gaining commander in chief normally exercises OPCON. The parent commander in chief retains responsibility for administration, readiness assessment, and logistics support for forces attached to another commander in chief.

3.2.6. **Change of Operational Command (CHOP)**. AMC forces may be transferred to a combatant commander only with Secretary of Defense (SECDEF) approval. When forces temporarily transfer between commanders in chief, the establishing directive will normally order a CHOP to the gaining commander in chief, specifying the date and time and any other conditions for transfer. AMC forces CHOP when the supported commander requests augmentation and these forces have been sourced in the time phased force and deployment data (TPFDD) of the Joint Operation Planning and Execution System (JOPES).

3.2.7. **Emergency Authority of Unified Commanders**. Unified commanders are authorized temporary OPCON of all available forces within their theater when an emergency requires use of those forces. Operational JCS war-plan missions are exempt from emergency authority. If a theater commander exercises emergency

authority over USTRANSCOM-assigned forces, the affected AMC unit will notify the TACC through C2 channels.

3.3. AMC Operational Authority:

3.3.1. **General**. Figure 3.1 depicts lines of operational authority exercised for AMC forces. AMC strategic air mobility forces, to include AMC-gained Air Combat Command (ACC) and ARC forces (when ARC forces are mobilized), are operationally assigned to USCINCTRANS. USCINCTRANS-assigned forces remain under USCINCTRANS COCOM and COMAMC OPCON. These forces include strategic airlift, air refueling, operational support airlift, and strategic aeromedical airlift and evacuation forces supporting an AOR. COMAMC retains OPCON of strategic air mobility forces deployed to an AOR to support USCINCTRANS taskings. COMAMC exercises OPCON of these forces through the TACC commander.

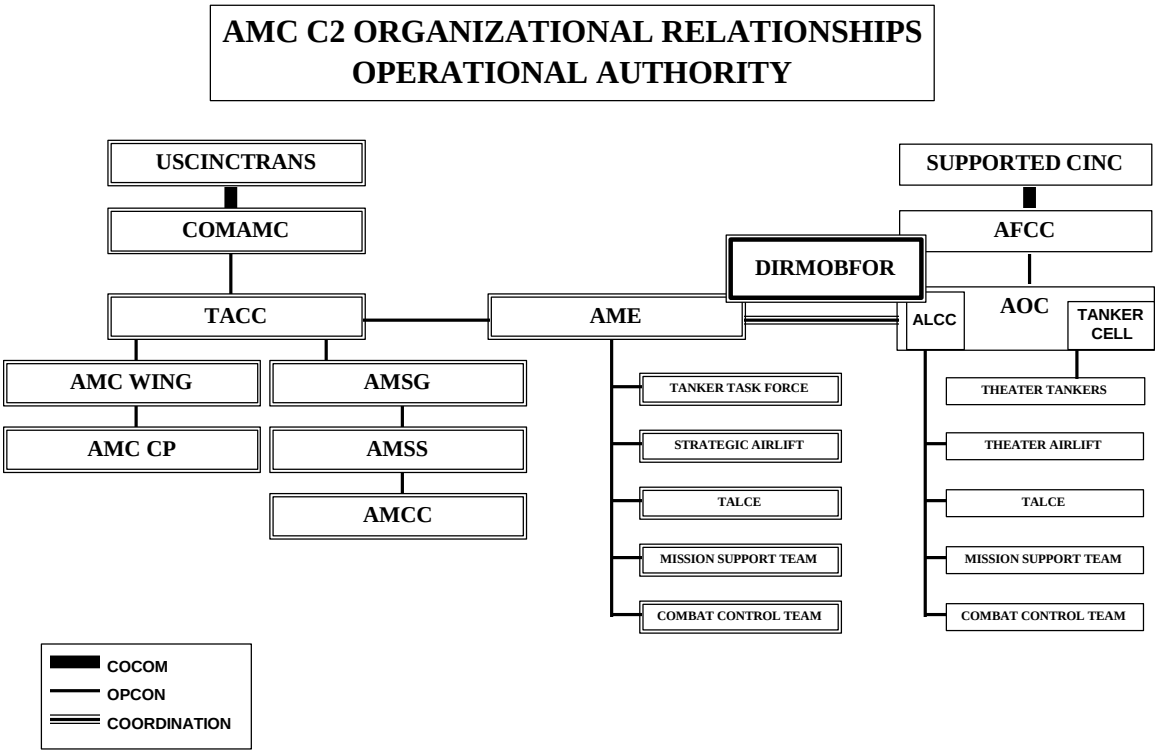

Figure 3.1. AMC C2 Operational Authority (Typical).

3.3.2. **Central Control Center**. The TACC is the central control center for USCINCTRANS-assigned airlift and air refueling forces. COMAMC may task C2 elements to forward locations as an extension of the TACC to monitor, coordinate, manage or control strategic air mobility forces supporting an AOR. Close coordination between the TACC and deployed C2 elements is critical to the successful management of air mobility assets. Deployed C2 elements must have the authority to direct air mobility forces with TACC approval. TACC and AME will coordinate on all operational changes affecting air mobility missions supporting an AOR.

3.3.3. **AMC-Assigned Mission Support Forces (MSF)**:

3.3.3.1. AMC-assigned MSFs consist of fixed and deployed forces. MSFs are extensions of the AMC C2 system and provide regional en route command, control, communications, logistics, aerial port, and other functional support at fixed and deployed AMC operations.

3.3.3.2. AMC mission support forces include TALCEs, MSTs, maintenance recovery teams (MRT), aerial port mobility flights (APMF), contingency communications element (CCE), TTFs, strategic aircraft reconstitution teams (SART), strategic aeromedical management elements, and other mission support elements, as required.

3.3.4. **AMC-Provided Theater Augmentation Support Forces**. USCINCTRANS provides air mobility forces to a supported commander in chief when requested. AMC-provided theater augmentation forces fulfill requirements specified in theater operations plans (OPlan), operations orders (OPORD), exercise directives, contingency plans, or as directed in USCINCTRANS taskings. These forces deploy to the theater, become theater-attached forces and OPCON normally transfers to the supported commander in chief when directed by the NCA. NCA will normally direct an OPCON transfer when forces perform continuing missions within the AOR. The theater commander in chief exercises OPCON of theater-attached air mobility forces through the AFCC.
NOTE: Augmentation forces may include a DIRMOBFOR, AMC C2 elements for theater mobility, theater tanker forces, and other theater mission support forces, as required. The theater commander in chief exercises OPCON of these forces, normally through the theater AFCC (or JFACC, COMAFFOR, as applicable).

3.3.5. **Operational Support Airlift (OSA)**:

3.3.5.1. COMAMC retains OPCON of all CONUS-based Air Force C-21s (does not include ANG) operating on TACC-scheduled missions. MAJCOM/theater commanders retain OPCON of their assigned OSA assets to include C-9, C-12, C-20, C-21, CT-43, and C-135 aircraft.

3.3.5.2. 89 AW Special Air Missions (SAM). OPCON of 89 AW OSA aircraft is vested in the office of the Air Force Chief of Staff (USAF/CVAM) while AMC retains service authority.

3.3.5.3. OSA for contingencies and exercises. Each service is equipped with their own OSA fleet specifically assigned to carry out functions of the secretaries of the military departments. Accordingly, Air Force OSA aircraft are to be used for Air Force requirements. The AFCC will control and validate Air Force OSA missions. The AFCC is responsible for managing flying hours allocated to the contingency or when OSA are used in their wartime roles. OSA wartime roles include transportation of critical spare parts, classified documents, and personnel when other transportation means are not available, to include limited aeromedical evacuation (AE) of ambulatory or noncritical patients. Movement of VIPs on contingency and exercise OSA aircraft should be consistent with wartime use. VIP requests not related to wartime roles should be submitted through normal non-exercise channels according to validation procedures in Air Force OI13-206, *Operational Support Airlift Management*.

3.3.6. **AE C2 for Theater Operations**. The Aeromedical Evacuation Coordination Center (AECC) is the theater coordination center for all activities related to theater AE operations. The theater AECC manages the medical aspects of strategic AE mission operations to include coordinating with the Global Patient Movement Requirements Center (GPMRC), TACC, or AME as appropriate for Strategic AE support. Theater AE missions are executed through the theater's AOC. Elements of the AE system employed for theater AE operations normally remain under theater OPCON. The processes and functions of medical regulating performed by the Joint Medical Regulating Office and the theater AECC will be integrated into a theater patient movement requirements center (TPMRC) to provide "one stop" patient movement reporting. When established, the TPMRC coordinates for theater airlift and theater beds and selects STRATEGIC lift and beds from resources identified by the GPMRC.

3.3.6.1. **AE C2 for Strategic Operations**. An aeromedical cell in the TACC monitors the aeromedical aspects of strategic AE missions and advises the TACC senior controller and respective airlift cell regarding aeromedical evacuation operational requirements. Strategic AE missions or theater AE missions flown using AMC strategic airlift are executed through the appropriate airlift cell in the TACC. The processes and functions of medical regulating performed by the Armed Services Medical Regulating Office and the CONUS AECC have been integrated into a GPMRC to provide "one stop" patient movement reporting. The GPMRC coordinates with various activities to obtain bed and airlift resources, and provides these resources to theater TPMRCs for "lift-bed" selection and patient assignment. The GPMRC also monitors the overall global patient movement system to resolve disconnects between competing theaters; prioritizes resources for theater use, as required; obtains additional resources, as needed and available, to meet additional requirements; and performs other related global functions. The GPMRC also performs the same functions as a theater TPMRC for CONUS.

3.4. Service Authority. Figure 3.2 depicts lines of service authority exercised for AMC forces. Service authority includes the following command functions: administration, discipline, internal organization, and unit training. Service authority over AMC forces extends from COMAMC, AMC numbered Air Force (NAF)

commanders and unit commanders. COMAMC retains Service authority of AMC-provided theater augmentation support forces.

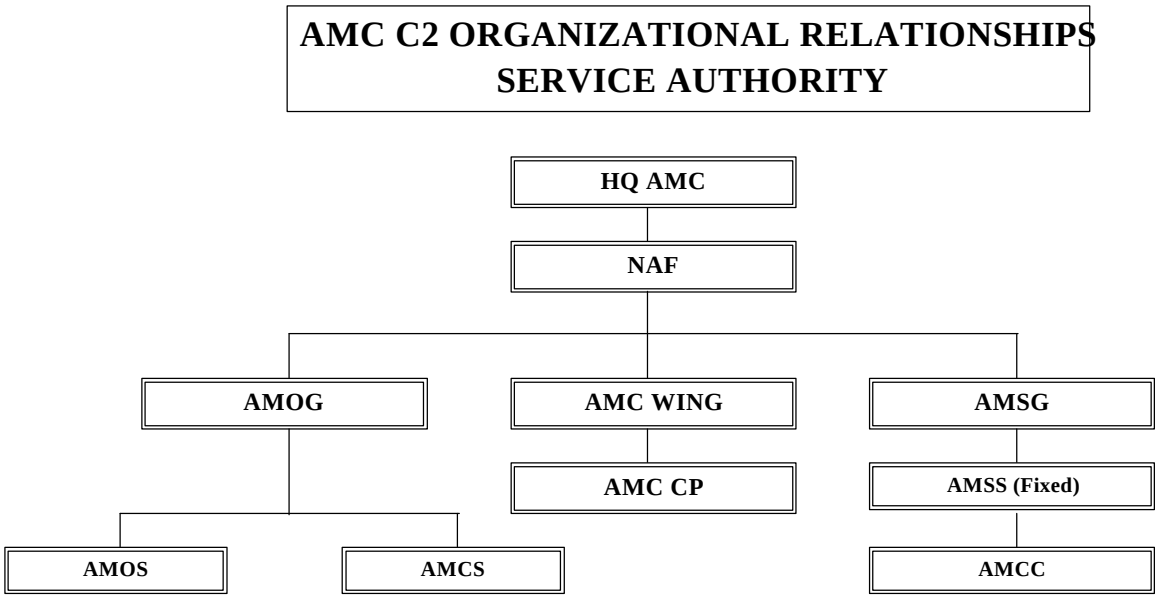

Figure 3.2. AMC C2 Service Authority.

3.5. ARC Forces. ARC directives take precedence when conflicts occur between AMC and ARC directives.

3.5.1. The Commanders, Air Force Reserve (AFRES) or Air National Guard Readiness Center (ANGRC), as appropriate, exercises C2 of non-AMC missions. COMAMC, through the TACC Commander, exercises C2 of ARC forces operating AMC missions. This C2 may apply to the entire mission or to mission segments. Subsequent AMCI 10-202 volumes provide specific C2 policies, responsibilities, and mission movement reporting procedures.

3.5.2. ANG and USAFR forces augment active duty forces during a national emergency for substantial expansion of force projection. When ARC forces are mobilized, USCINCTRANS exercises COCOM and COMAMC, through the TACC/CC, exercises OPCON of these AMC-gained ARC forces.

3.6. Civil Reserve Air Fleet (CRAF). This program provides airlift augmentation for wartime, contingency and peacetime use based on military operational plans and airlift services contracts. With SECDEF approval, USCINCTRANS may activate CRAF stages incrementally or in total as dictated by the nature of the emergency. AMCR 55-8 and the airlift services contracts are the governing directives for CRAF operations.

3.6.1. TACC manages CRAF C2, activation notifications, and airlift requirement scheduling. Air carriers will provide and manage aircraft and aircrews supporting USTRANSCOM requirements. On behalf of USTRANSCOM, COMAMC will exercise mission management.

3.6.2 CRAF aircrews will provide mission progress reporting to AMC C2 agencies when positioning for or operating AMC missions. Aircrews will relay to AMC C2 elements their AMC mission number, aircraft number, estimated or actual arrival or departure times, and other significant information, when required.

ROY H. BASS, Colonel, USAF
Deputy Director of Operations

GLOSSARY OF TERMS AND ABBREVIATIONS

ABO--Air base operability
AE--Aeromedical evacuation
AECC--Aeromedical evacuation control center
AFCC--Air Force component commander
AFPD--Air Force policy directive
AFRES--Air Force Reserve
ALCC--Airlift coordination cell
ALS--Airlift squadron
AMC--Air Mobility Command
AMCC--Air mobility control centers
AMCI--Air Mobility Command instruction
AMCS--Air mobility control squadron
AMCOMS--Air mobility communications squadron
AME--Air mobility element
AMMS--Air mobility maintenance squadron
AMOG--Air mobility operations group
AMOS--Air mobility operations squadron
AMSG--Air mobility support group
AMSS--Air mobility support squadron
AMW--Air mobility wing
ANG--Air National Guard
AOC--Air operations center
AOR--Area of responsibility
APMF--Aerial port mobility flight
APS--Aerial port squadron
ARC--Air Reserve component
ARS--Air refueling squadron
ARW--Air refueling wing
ATACC--Alternate Tanker Airlift Control Center
AW--Airlift wing

C2--Command and control
CCE--Contingency communications element
CCT--Combat control team
CHOP--Change of operational command
COMAFFOR--Commander, Air Force Forces
COMAMC--Commander, Air Mobility Command
COCOM--Combatant command
CONUS--Continental United States
CP--Command post
CPM--Command post maintenance
CRAF--Civil Reserve Air Fleet
CRC--Contingency response cell
CTCS--Combat camera squadron
CTF--Combined task force

DIRLAUTH--Direct liaison authorized
DIRMOBFOR--Director of mobility forces
DoD--Department of Defense

EAP--Emergency actions procedures
ERS--En route structure

GPMRC--Global Patient Movement Requirement Center
GRL--GLOBAL REACH LAYDOWN

JFACC--Joint forces air component commander
JFC--Joint force commander
JOPES--Joint Operational Planning and Execution System
JTF--Joint task force

MOG--Maximum on ground
MRT--Maintenance recovery team
MSF--Mission support force
MST--Mission support team

NAF--Numbered Air Force
NCA--National Command Authority

OCONUS--Outside the Continental United States
OPCON--Operational control
OPlan--Operations plan
OPORD--Operations order
OSA--Operational support airlift

SAM--Special air mission
SART--Strategic aircraft reconstitution team
SECDEF--Secretary of Defense
SIOP--Single-integrated operational plan
SRC--Survival recovery center

TACC--Tanker Airlift Control Center
TACON--Tactical control
TALCE--Tanker airlift control element
TTF--Tanker task force
TPFDD--Time-phased force and deployment data
TPMRC--Theater patient movement requirements center

USAFR--United States Air Force Reserve
USCINCTRANS--United States Commander in Chief, Transportation Command
USSTRATCOM--United States Strategic Command
USTRANSCOM--United States Transportation Command
UTC--Unit type code